Review of Literature on the Impact of Emotional Intelligence on Work-Life Balance

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Abstract: *Work-life balance is an important topic that has to be discussed and investigated more, particularly in the workplace of today. When working from distant locations during the COVID-19 epidemic, workers are finding it difficult to maintain a work-life balance. For the majority of workers, there are no set working hours, no holidays, etc. Work-family or family-work conflict may contribute to a person's lack of work-life balance. Employee stress increases along with demand to handle both areas well. Many firms implement work-life balance (WLB) rules to address work-life balance difficulties; however, these policies are either inadequate for workers or are unavailable to them because of job pressure. As a result, individuals must choose their own personal strategies for addressing work-life balance concerns. In order to interact with people successfully and get their cooperation in managing their work-life balance, this article will examine emotional intelligence, which fosters both social and self-emotional intelligence. Since Daniel Goleman first coined the phrase "emotional intelligence" in 1995, numerous corporations have explored and even implemented it. This study reviewed the literature on work-life balance, emotional intelligence, occupational stress, work-family conflict, and family work conflict that was accessible from the researcher's PhD research. This survey reveals that, despite workplace policies that support it, working professionals still struggle with work-life balance. With the aid of self-awareness and self-regulation, emotional intelligence enables employees to properly manage their emotions and themselves in the modern workplace. It also enables them to seek out and receive assistance from others in order to effectively manage work-life balance.*

Keywords: Work-life Balance, Emotional Intelligence, Occupational Stress, Work family conflict and family work conflict, Employees

I. INTRODUCTION

A person who achieves a suitable degree of engagement or "fit" between the many responsibilities in their life is said to have a work/life balance. The conventional understanding of work/life balance is that it entails allocating the same amount of time to both paid and unpaid employment; however, in more recent times, this idea has come to be seen as more complicated and has been expanded to include other elements (Rangreji D., 2010). High performance work cultures have an impact on workers' personal and physical well-being in addition to their ability to execute their jobs. Division of labor, technical advancements, and the separation of work from home in the late 18th and early 19th centuries have all been noted (W.K. Kellogg Company four six hour shift). Early in the 20th century, technical advancements led to a revision of the gender divide (work-life balance programs were created for working moms in European nations). During the late 1800s and the early 2000s, work and family were seen as distinct domains. To help in understanding the notion of work-life balance, a number of theories have been proposed. Positive and negative spillover of one domain onto another is included in the "Spillover Theory" discussed by Pleck (1977). The performance of one domain improves when there is positive spillover, and when there is negative spillover, one domain creates stress and discontent in another, which leads to imbalance. Greenhaus & Beutel (1985) distinguished between family-work conflict and work-life conflict. employment-family conflict arises when employment demands a person's time and attention in their personal life. On the other hand, a conflict between work and family causes personal obligations to impact professional life. Three factors contribute to work-life conflict: behavior-based conflict, strain-based conflict,

ISSN
2581-9429
IJARSCT

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and time-based conflict. Interference and balance were mentioned by Artemiset al. (2010). An employee's life is joyful and serene when everything is in balance; life becomes disturbed when there is interruption. The distinction between paid and unpaid labor establishes boundaries (the boundary hypothesis) between work and personal life; if unpaid labor is prioritized, work-family conflicts are more common than when paid work is given more attention and interferes with personal life. These many notions of work-life balance provide different angles on the idea. Work-life balance has been studied in relation to a number of demographic factors, including gender, industry, and classification. Numerous research projects have been undertaken to investigate the work-life balance of female workers across a range of sectors and businesses. Women must manage several facets of life, including employment, home, kids, elderly parents, and so on. Numerous studies comparing the work-life balance of Indian women workers to that of males have been done. Work-life balance is often a struggle for female workers. Nevertheless, relatively few companies provide flexible work schedules, child care centers, and other benefits to female workers. Negi, D., and Singh, S. (2012) noted that lengthy work hours are the main cause of conflict at home for women, who always experience a professional gap following marriage and having young children. It has an impact on married partnerships. The many sectors, including the public and private sectors, make up the second aspect of work-like balance. Compared to private sector employees, public sector workers are found to be relatively more satisfied with their work-life balance (Lalita Kumari, 2012). In their research, it is noted that during the pandemic, factors responsible for work-life balance included age, gender, the number of children they had, the total number of hours worked, the hours spent on official calls, and so on. Therefore, it has come up for debate once again since workers are having problems using the work from home option (Meenakshi S et.al; 2020).

What is Emotional Intelligence?

Daniel Goalman states that emotional intelligence may be learnt and leads to exceptional performance in work (S. Radha et al, 2013). According to Goleman (2001), a comprehensive definition of emotional intelligence can include four higher order components: 1. the ability to identify one's own emotions (self-awareness); 2. the ability to control one's own emotions (self-management). 3. The ability to identify feelings in other people (social awareness); and 4. The ability to control feelings in other people (relationship management). The phrase "emotional intelligence," first used by Salovey and Mayer in 1990, refers to a kind of social intelligence that includes the capacity to observe and categorize one's own and other people's feelings and emotions, as well as to apply this knowledge to shape decisions and actions. People with emotional intelligence are more conscious of their feelings and are guided toward appropriate attitudes and actions. Evolution of Emotional Intelligence: Multiple Intelligence Theory, created by Howard Gardner in 1983, addresses a variety of intelligences, such as musical, spatial, linguistic, and a few others. Emotional intelligence may be used to direct goal-oriented behavior and reasoned thought processes, according to Mayer and Salovey (1990). Daniel Goleman's seminal work, "Emotional Intelligence: Why It Can Matter More Than IQ," published by Bantam Books in 1995, introduced the concept of emotional intelligence. Goleman also advanced the claim that, in the job, noncognitive abilities may be just as important as IQ. One of the first instruments (a self-report survey) for assessing emotional quotient was created by Bar-On. The trait model of emotional intelligence was presented by K.V. Petrides and colleagues (2006). A person's self-perception of their emotional intelligence is referred to as trait EI. An someone with emotional intelligence is better able to control their own emotions and become more conscious of them.

Summary of the studies conducted in the past

Definition of Work-life Balance

The European Agency for Safety and Health at Work defines work-life balance as the degree to which a person is equally involved in and content with their roles in the home and at work. On the other hand, work-life balance—as defined by Koubova, V., and Buchko, A. (2013)—refers to the harmonious intersection of several spheres of existence.

Clark (2000) "Satisfaction and good functioning at work and at home, with a minimum of role conflict" is the definition of work-family balance.

Koubova, V., Buchko, A. (2013) Work-life balance refers to the peaceful coexistence of several spheres of life.

Poulose, S., Sudarsan, N. (2017) Work-life Balance is a kind of inter-role conflict when the demands placed on families and the workplace are somewhat mutually exclusive.

Duxbury (2004) Role overload, work to family interference, and family to work interference all contribute to work-life balance.

Singh, T., (2001) job-life balance is a wide notion that involves setting realistic priorities for one's career and job and one's personal life, which includes family, friends, and spiritual growth. "Lifestyle balance" and "life balance" are two of the border words.

Work-life Balance in theory and in practice:

Lavassani, K., Movahedi, B. (2014) Current studies on organizational management have identified the following work-life balance model:
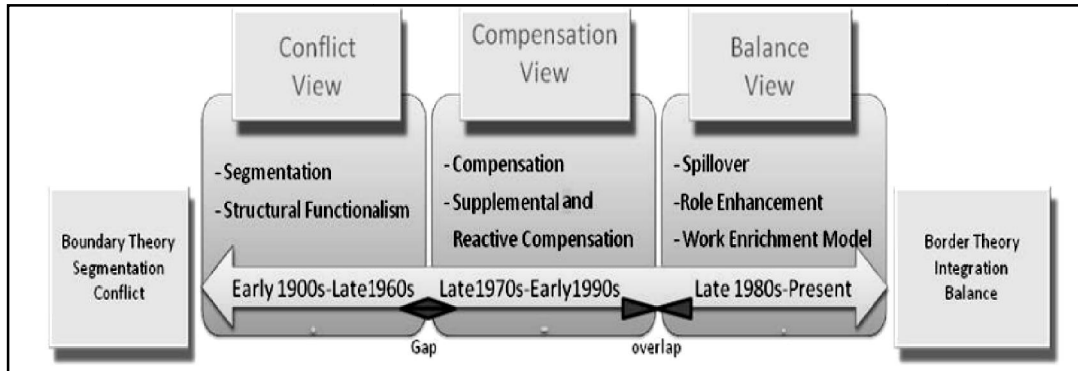

Figure 1: Theories and Views of Work-life Balance

Boundary theory and Boarder theory are the two fundamental ideas of work-life balance. The friction and personal constraints in juggling the realms of work and life are articulated by boundary theory. Theoretically, a person experiences role change, moving from one position to another while establishing boundaries for each one. Work-life balance's Border hypothesis was first presented by Clark S.C. in 2000. This relatively contemporary approach emphasizes how one area of life influences another. This approach places a strong emphasis on identifying the variables causing conflict and attempting to draw a line between them. Between the spectrum of boundary theory and border theory of work-life balance, seven supporting theories are covered and are split into three main perspectives. These are as follows:

Conflict Theory: depicts the tension between the spheres of work and family. The conflict perspective is based on two fundamental theories: structural functioning, which defines work as a productive life and family as an emotional life, and segmentation, which emphasizes that people attempt to fill up the gaps in one area by attempting to achieve another, such as pleasure.

Compensation Theory: Compensation has two components: compensation perspective highlights the compensating tendency of a person who attempts to compensate his demands from another area if they are disappointed in one. Reactive compensation describes how a person attempts to make up for a bad experience in one area by trying to find it in another. The goal of supplemental compensation is to get benefits from other domains that are not obtained from one.

Balance Theory: The balancing of two realms is emphasized by the balance theory. Three theories are included in this perspective: role enrichment, which emphasizes the benefits of having multiple roles as rewards; spillover, which discusses how integrating both domains leads to life satisfaction; and role enhancement, which explains how one role improves the quality of another.

Factors affecting Work-life Balance:

The following are some elements that have an impact on employees' work-life balance, particularly in the service industry:

Table: Factors affecting on Work-life Balance

Personal/family factors	Work related factors	Other factors
Increasing participation of women in work force	Long hour culture and unpaid overtime	Ageing Population
Increasing participation of child bearing women in workforce	Time Squeeze	Rise of servicesect or in dustries
Increasing participation of dual career couples in workforce	Demand for shorter working hours	Technological complexity of work
Increase in single-parent/single person households	Increase in part-time workers	Skill Shortages
Increase in child-care/eldercare burden on employees	Work in tensification and stress	Loss of social support network
Healt hand well being considerations	Changing work time	Globalization and demographic shift

*Source: Jha A., Naithani P. (2009) The work-related and family-related components of work-life balance were emphasized in the above table. Any one of these that is out of balance might lead to conflict and compromise an employee's psychological health. Work-family conflict, excessive work pressure, and the consequences it has on workers' physical and emotional well-being are issues that never go away. Setting aside time for oneself, regulating high expectations for oneself in life, and prioritizing work are strategies for managing work-life balance on an individual basis. According to Sudha, P. Karthikeyan (2014), job progress, work-family conflict, stress at work, child care, and career aspirations are the main factors impacting work-life balance. Career progress is important for work-life balance since it requires social support from the workplace and family as well as dedication. Work-life imbalance and stress are positively correlated because stress is caused by excessive workloads, poor delegation, and disorganized work, all of which have an impact on work-life balance. Work-life balance is negatively impacted by childcare issues faced by women with young children. According to Greenhaus, J. et al. (2003), three dimensions of work-life balance—time balance, involvement balance, and satisfaction balance—have an impact on workers' quality of life. These factors also determine how successful work-life balance is for employees. While time balance indicates that employees who spend more time with their families have higher quality lives, engagement balance indicates that employees who spend more time with their families have higher quality lives than those who spend more time at work. There is a negative correlation between the participation and stress and work-family conflict. According to Lalita Kumari's (2012) research, a few studies indicate that paid job and family life are complementary and may help workers enhance their abilities to manage both. Meanwhile, the third component, satisfaction, revealed the best quality of life among employees who are more content in their personal lives. Work-life balance policies are used by corporations to increase employee happiness and production. Conflict between family and work or between work and family arises from a lack of work-life balance. Workfamily conflict arises when an individual's work life negatively impacts their family life, whereas family work conflict arises when an individual's work life negatively impacts their family life. The research carried out by M. Raisinghani and R. Goswami (2014) Gender, age, marital status, number of dependents, employee function, employment responsibility, parental status, and other characteristics are some of the variables that are often examined.

Organizational work-life balance initiatives Vs Individual's initiatives:

job-life balance efforts are implemented by many firms, but they are insufficient since workers are often unable to take advantage of these advantages because of job pressure and goals. For this reason, this research highlights the important role that emotional intelligence plays in work-life balance management. According to research, having supportive family members reduces work-family friction for workers, making people support one of the most important aspects of work-life balance (Alessandro Lo Presi 2016). People who take the initiative on their own are socially intelligent and capable of managing their own lives. Individuals with strong social or emotional intelligence may be better equipped to balance work and personal obligations. Roy R. and others (2011) It seems that the new slogan of Indian corporate is effectively managing people and managing one's emotions. Therefore, emotional intelligence and the ability to connect

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ISSN
2581-9429
IJARSCT

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with others on an emotional level are prerequisites for success in the workplace. The effects of employment experience and age on EI were documented in the research.

Contribution of the study on Emotional Intelligence

According to Salovey and Mayer (1990), emotional intelligence is a kind of social intelligence that entails the capacity to observe, distinguish between, and monitor one's own and others' moods and emotions. One may then use this knowledge to shape their own decisions and methods of action. An individual with emotional intelligence skills is also good at maintaining their work-life balance. A collection of diverse competencies and aptitudes, including self-awareness and social awareness, are together referred to as emotional intelligence. A number of models have been put out by different writers to describe emotional intelligence; these models outline the competencies and aptitudes that may be developed in order to enhance emotional intelligence. The concept of emotional intelligence was first developed in the 19th century by a number of social science researchers who discovered that certain personality traits and attributes enable people to succeed. Notable contributors to this concept's development included Throndike, Gardner, Wechsler, Beasley, Salovey, Mayer, and Daniel Goleman, among others. Over time, it became clear that non-cognitive or emotional skills, in addition to cognitive skills, have a role in an individual's success. According to a study by Daniel Goleman, IQ only accounts for 20% of an individual's success in both their personal and professional lives. The poll measured cognitive ability, or IQ. Different social scientists have created several hypotheses on emotional intelligence. The history of emotional intelligence identifies every historical development in tabular form. They have evolved from the ground up.

Models of emotional intelligence (EI) may be divided into three primary theoretical categories, according to Benjamin R. (2007): While "Trait" models describe emotional intelligence as a range of socio-emotional qualities including competency and assertiveness, "Ability" models define emotional intelligence as a set of mental abilities to cope with emotions and the processing of emotional information. Models are made up of a collection of emotional intelligence-based taught competences. Zeidner, M., Roberts, R., and Matthews, G. (2004) Few emotional qualities, according to Daniel Goleman, set apart outstanding achievers from subpar performers. These competencies may be acquired over time. Each of these areas of emotional intelligence is expressed via a combination of skill sets and talents found in the four key competencies. The ability to formulate appropriate emotional reactions is known as emotional intelligence. Certain emotional competencies, which are dependent on an individual's capacity to build such a skill set, may help create this skill set. One may acquire these skills via learning. The Mixed Model, also known as the Four Box Model, of Emotional Intelligence was expanded upon with 20 competences and other personal qualities that are necessary to meet one's professional or career objectives. One may develop skills such as empathy, leadership, and conflict resolution to raise their emotional intelligence and perform better in both their personal and professional lives.

Table 2: Comparative study of mixed model developed by Bar-On and Daniel Goleman (2001)

Bar-On Model		Daniel Gole man		Functions
Components	Sub-Components	Components	Sub-Components	
Intrapersonal	Self-regard	Self-Awareness	Emotional Self-	Recognition
	Emotional Self-		Awareness	Of Emotions
	Awareness		Accurate self-	
	Assertiveness		Assessment	
	Independence		Self-confidence	
	Self-Actualization			
Interpersonal	Empathy Social responsibility Interpersonal relationship	Social Awareness	Empathy Service Orientation Organizational Awareness	

Adaptability	Reality Flexibility Problem solving	Self-management/Regulation	Self-control Trustworthiness Conscientiousness Adaptability Achievement drive Initiative	Regulation of Emotions
Stress Management	Stress Tolerance	Relationship management	Developing others Influence Communication Conflict management Leadership Change catalyst Building bonds Team work and Collaboration	
General Mood Components	Optimism Happiness			

*Source: "What we know about Emotional Intelligence," by Mishar R., Bangun Y. R. (2013), Goleman & Boyatizis 2000, Moshe Zeidner et al. (2009). The versions of both models are shown in the above table. It suggests a range of abilities and the capacity to develop emotional intelligence. Personal and social skills, capacities, and qualities, as well as cognitive and non-cognitive intelligence, are the main divisions of the emotional intelligence concept. Intrapersonal intelligence is defined as the capacity to identify, comprehend, and regulate one's own emotions in order to influence behavior by reining in impulses. Understanding other people's emotions and controlling them appropriately to improve relationships in social situations is a sign of interpersonal intelligence. Higher performance, achievement, and an individual's physical and emotional well-being are all correlated with emotional intelligence. A personal inventory was created by Hakanen, E. (2004) to help identify the behaviors associated with emotional intelligence. They are emotional intelligence, mood regulation, emotion evaluation, and emotion utilization. According to his research, all of the aforementioned metrics—aside from emotions utilization—have a positive correlation with emotional intelligence. According to the research, these criteria are connected to personality traits in a similar manner to how emotional intelligence and personality are linked.

The impact of Emotional Intelligence on Work-Life Balance, Work-family Conflict and Family-work Conflict:
Lennart Sjoberg (2001): When it comes to adjusting to a new life, emotional intelligence is seen as a success element. There are 153 respondents in the survey. The assessment of the respondents' emotional intelligence took into account their social skills, work-life balance, income, and life adaptations. The research found a favorable significant relationship between work-life balance and social skills. In the conclusion, the research found that there is no correlation between emotional intelligence and financial success, and that emotional intelligence and academic accomplishments are positively associated with work-life balance. The research focused on workers to determine the link between work-family conflict and emotional intelligence, as well as the impact of these two factors on an employee's well-being. Being conscious of one's emotions and regulating them with appropriate behavior are integral to the wellbeing notion. It enables people to effectively control their stress by adopting suitable thought patterns. According to the research, respondents' general wellbeing is favorably correlated with high emotional intelligence and adversely correlated with work-family conflict (Lenaghan, J. et al., 2007). In contrast, a research on work-life balance and emotional intelligence was carried out in Bangalore IT companies by Rangreji, D. (2010). According to the study, organizations must work to create effective work-life balance policies and encourage their staff to use them. Doing so will boost organizational commitment, boost efficiency and productivity, keep the best talent on staff, and inspire IT staff to perform to the highest standard. Better work and family life may be achieved via the integration, enhancement, and provision of emotional intelligence. According to Varatharaj, V. (2012), achieving work-life balance entails finding a balance between work and other activities in order to lessen conflict between work and personal life. Work-life balance improves efficiency, which raises employee productivity. Any organization's success is based on the performance of its personnel. Employee performance is influenced by a number of variables, such as the harmony between home and professional life and the need for better emotion management to achieve daily goals.

Summary of the Literature Reviewed:

The concept of work-life balance is covered in great length, along with its many definitions and theories. This literature indicates that the work-life balance concept has several aspects and viewpoints, allowing for the use of numerous work-life balance theories in future research on the topic. This led to the conclusion that work-life regulations are insufficient, particularly given the current situation with the COVID-19 epidemic and the reluctance of the younger employee generation to do business in the old way. According to more than thirty percent of Indian respondents to Ernst & Yung's (2015) poll done across eight nations, juggling work, family, and personal obligations has been more difficult over the previous five years. It demonstrates how concerned workers are about work-life balance worldwide. Work-life balance is the top goal for millennials (young people) in 39 counties, according to a Deloit poll (16.8%). Work-family conflict or family-work conflict may lead to work-life balance difficulties and cause stress in workers, particularly those who work for private sector companies. A person's self-awareness, social awareness, and social skills are all part of their emotional intelligence, which has been studied in an effort to find a potential answer to work-life balance problems. Understanding the idea, concepts, and many models of emotional intelligence—which include a wide range of talents and abilities—was made easier by research on the subject. It was simple to comprehend how emotional intelligence affected work-life balance, work-family conflict, and family work conflict with the aid of a literature review. Nonetheless, research indicates that emotional intelligence and work-life balance are positively correlated, and emotional intelligence also lowers stress levels (Thorat P. 2015). Work-life balance may be effectively managed with the use of emotional intelligence. It is a collection of several competencies that may be developed by coaching and practice to raise one's emotional intelligence quotient. Some of these competencies include relationship management, self-regulation, social awareness, and self-awareness in relation to work-life balance.

II. CONCLUSION

This essay has examined the literature on work-life balance, stress, work-family conflict, and family-work conflict that has been published over the last 10 years. It has aided researchers in establishing a connection between work-life balance, emotional intelligence, and related topics.In-depth study on the development of both terminologies throughout this project has improved our knowledge of work-life balance and emotional intelligence—two concepts that are not widely used in our nation. In the near future, academics, industrial policy makers, and research scholars working in this field will all benefit from this publication.

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